
State of Washington
Department of Social and Health Services

Human Resource
Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	8.5% = "Managers"; 6.9% = WMS only	LOW	WMS control point = 7.7%
% employees with current position/competency descriptions ^b	88.3%	HIGH	DSHS will survey programs to ensure completion
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	69 avg days to hire (of 1525 vacancies filled)	HIGH	HRD will continue to assist in recruitment and outreach activities.
Candidate quality ratings ^c	72% cand. interviewed had competencies needed 97% mgrs said they were able to hire best candidate	HIGH	Provide on-going consultation and assistance to programs on screening and attracting qualified
Hiring balance (% types of appointments) ^c	28.0% promo; 47.0% new hires; 15.0% transfers; 3.0% exempts; 7.0% other	HIGH	Talent Management focus will help shift distribution of promo and new hires.
Number of separations during post-hire review period ^c	237	HIGH	Ensure managers have tools needed to successfully fill positions and screen candidates.
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	52.3%	HIGH	HRD will remind programs to submit report for monthly input of data.
Overtime usage: (monthly average) ^c	2.63 hours (per capita); 16.87% of EEs receiving OT	MEDIUM	DSHS will continue to monitor at all levels.
Sick leave usage: (monthly average) ^c	6.9 hours (per capita)	MEDIUM	DSHS will monitor leave usage and assess patterns to plan for shortages or overtime needs.
# of non-disciplinary grievances ^c	175 grievances	HIGH	Sr. HR Director will continue to meet with Unions for UMCC meetings.
# of non-disciplinary appeals & Dir's Reviews filed ^c	11 appeals, 19 Director's Reviews	LOW	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	52.3%	HIGH	DSHS will remind programs of the necessity to submit monthly PDP data to HRD.

Executive Summary

Performance Measure	Status	Action Priority ^e	Comments
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	55.0%	HIGH	DSHS will send reminder for monthly submittal of PDP data to HRD.
Number of formal disciplinary actions taken ^c	97	LOW	HRD will continue to train in disciplinary areas.
Number of disciplinary grievances and appeals filed ^c	100 grievances; 8 appeals	LOW	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	6.6%	MEDIUM	DSHS will focus on succession planning with upcoming retirement eligibility.
Diversity Profile ^a	67.0% female; 24.0% people of color; 75.0% 40+; 5.0% with disabilities	HIGH	DSHS will work to share information and resources to reflect the agency's vision, mission and core values.
Employee survey overall average rating ^d	3.75, 13,671 survey responses	HIGH	Each Administration has focused efforts on their specific areas for improvement.

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: **LOW**

Management Profile

WMS Employees Headcount = 1,311

Percent of agency workforce that is WMS = 6.9%

All Managers* Headcount = 1,623

Percent of agency workforce that is Managers* = 8.5%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

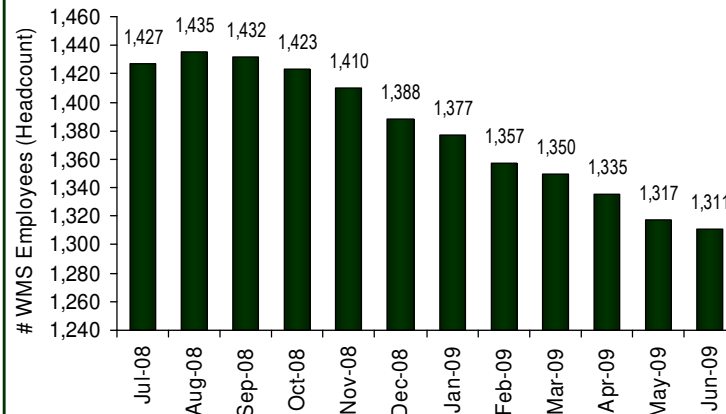
All Classifications

Management	1,623
Consultant	344
Policy	187
TOTAL	2,154

Washington Management Service

Headcount Trend

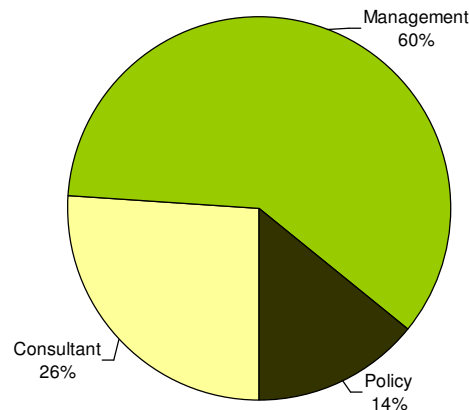
Data Time Period: 07/08 through 06/09



WMS Classification

Management	780
Consultant	344
Policy	187
TOTAL	1,311

WMS Management Type



Data as of: 06/09
Source: HRMS/BI Portal

Analysis and Action Steps see next page

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Analysis:

- **WMS Control Point: 7.7%**
- DSHS is .8 below the Control Point at 6.9%.
- The total number of WMS managers decreased, by 124, from 1,436 in June 30, 2008 to 1,311 as of June 30, 2009.
- The decrease is attributed to the hiring freeze effective August 4, 2008, the hiring cap in December 2008, and the passage of SSB 5460 which went into effect February 18, 2009. The budget reductions also reduced the number of WMS positions in the department.
- The total number of the agency workforce designated as managers did not change from the October 2008 GMAP report. It remained at 8.5%.
- As referenced in the prior GMAP report, DSHS is reviewing existing WMS positions to confirm each position meets the criteria for WMS.
- During the past 12 months an additional 313 WMS positions were evaluated. Approximately 80 positions have not been evaluated.

Action Steps:

- The full review of WMS positions for the agency will be completed by October 31, 2009.
- Human Resources Division (HRD) will continue to monitor WMS positions to ensure the positions meet the inclusion criteria.
- The DOP Priorities for FY 2010 includes "Management Reform". As part of this priority, DOP is reviewing the state's management services (WMS and EMS) and will develop scalable options to present to the Governor to reform these systems. Once identified, DSHS will align the agency's process with DOP's Management Reform Priority.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: **HIGH**

Percent employees with current position/competency descriptions = 88.3%*

*Based on 15,743 out of 17,835 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percentage of employees with current position/competency descriptions increased by 2.6% since June 30, 2008.
- In programs where there is very little turnover or little or no change to the positions, the Position Description Forms (PDF's) are typically reviewed during the Performance and Development Plan process. When there are no changes, PDFs are not submitted to the Classification and Compensation Unit for review and not entered in HRMS.

Action Steps:

- HRD will survey programs in the month of October to determine if PDFs that have not been submitted to HRD in the past year are current.
- Programs will be asked to submit updated PDFs where necessary by January 31, 2010.
- HRD continues to offer PDF training to interested DSHS managers and supervisors across the state.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: **HIGH**

Time-to-Hire Funded Vacancies

Average number of days to hire*: 69

Number of vacancies filled: 1525

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: **HIGH**

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 965 Percentage = 72%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 199 Percentage = 97%

Hiring managers indicating "no":

Number = 6 Percentage = 3%

Analysis and Action
Steps see next
page

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Analysis:

- Due to budget reductions on March 1, 2009, DSHS eliminated its two full-time DSHS Recruiters from Recruitment Training Support Services (RTSS). These staff reductions slowed the recruitment and outreach activities provided by DSHS.
- DSHS has 125 employees responsible for processing requisitions and certifications throughout all administrations. Training of the Recruiter Coordinators is ongoing due to turnover. Recruiter Coordinators vary in experience and expertise which impacts the results in reporting the time-to-hire.
- Two hiring freezes increased the reported time-to-hire data. The first hiring freeze occurred from August 2008 to December 2008. The second hiring freeze, instituted through SB5460, was from February 18, 2009 to June 30, 2009. The hiring exemption processes were required during these time periods.
 - Recruitment requisitions that were not exempt from the hiring freeze were initially placed on hold. This extended the number of days to request and receive approval to fill.
 - New requisitions for positions not exempt from the hiring freeze, required an exemption process to occur. This extended the number of days it took to request and receive approval for hiring.

Action Steps:

- HRD will continue to chair the quarterly Recruitment Committee meetings, which includes a representative from each DSHS administration. Starting January 2010, this meeting will occur monthly in anticipation of the implementation of the new state-wide recruitment system.
 - Once the vendor and implementation timeline are identified, HRD RTSS will begin a transition plan for DSHS.
- HRD will continue to host monthly Recruiter Coordinator conference call meetings.
- HRD RTSS unit will continue to assist administrations and Recruiter Coordinators creating requisitions and certified lists. HRD will provide training for new recruiters.
- RTSS will continue working with DSHS administrations and divisions to assist in recruitment outreach activities to promote their position by:
 - Posting job announcements to the DSHS employment web page;
 - Collaborating with the DSHS Diversity Affairs Office;
 - Networking with Employment Security Department to train WorkSource staff on how to use the E-Recruiting system and promote DSHS positions for their clients;
 - Utilizing DOP's established network and participating in recruitment and outreach activities;
 - Continuing the use of the EHF to assist job seeker support;
 - Provided on-going consultation and assistance to programs on screening and attracting qualified candidates.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

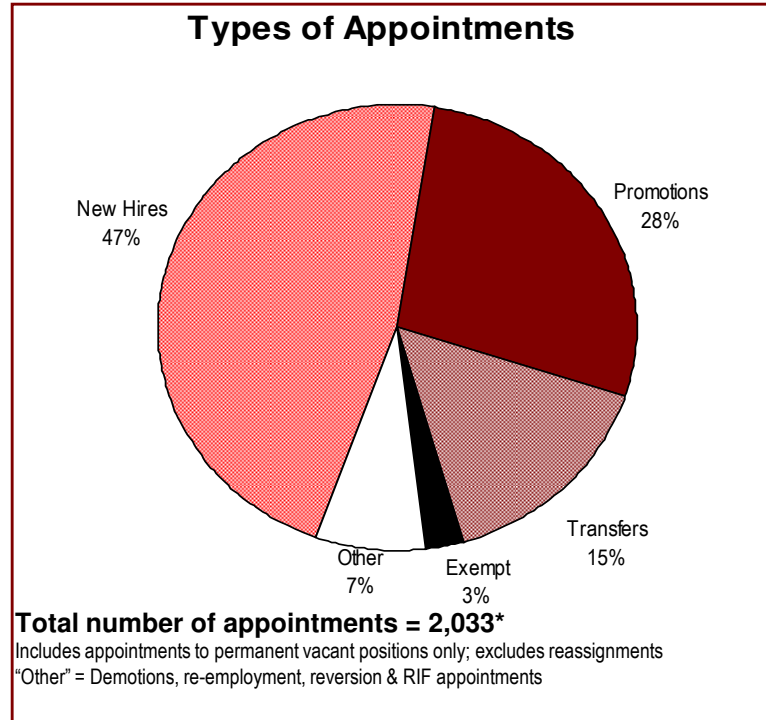
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: **HIGH**



Agency Priority: **HIGH**

Separation During Review Period	
Probationary separations – Voluntary	101
Probationary separations - Involuntary	82
<i>Total Probationary Separations</i>	<i>183</i>
Trial Service separations - Voluntary	48
Trial Service separations - Involuntary	6
<i>Total Trial Service Separations</i>	<i>54</i>
Total Separations During Review Period	237

Calendar Year/Month	New Hires	Promotions	Transfers	Exempt	Other	Total Appointments
07/2008	163	108	43	8	10	332
08/2008	122	95	47	3	13	280
09/2008	82	39	24	1	8	154
10/2008	84	58	17	3	14	176
11/2008	63	25	17	1	15	121
12/2008	67	45	22	7	13	154
01/2009	73	29	15	5	10	132
02/2009	90	48	25	6	16	185
03/2009	87	49	20	2	14	172
04/2009	46	25	41	4	18	134
05/2009	28	11	13	5	8	65
06/2009	47	30	31	9	11	128
Total	952	562	315	54	150	2033

Data Time Period: 07/08 through 06/09
Source: HRMS/BI Portal

Analysis and Action
Steps see next
page

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Hiring Balance / Separations During Review Period

Analysis:

- The total number of appointments from July 1, 2008 through June 30, 2009 was 2,033. This is a decrease of 1,358 total appointments compared to the July 1, 2007 to June 30, 2008 reporting period.
- The differences between the total vacancies filled (1525) on slide #7 and total number of appointments (2033) on slide #10 is due to the following reasons:
 - Open certifications that are not closed when the position is filled;
 - Conversion of non-permanents to permanents;
 - Formal recruitment not required for WMS and EMS positions;
 - Bid appointments do not require certification.
- Due to the hiring freeze from August 2008 to December 2008 and again from February 18, 2009 to June 30, 2009, and budget constraints, DSHS was not able to fill permanent positions that were not exempt from the hiring freeze.
- Layoffs due to budget reductions resulted in an increase in the number of probationary and trial service separations.
- During the current reporting period the number of promotional appointments dropped by 10%. A quick analysis of applicants shows that during both the current and last GMAP reporting periods just under 6% of applicants per requisition were DSHS promotional.

Action Steps:

- DSHS will continue recruitment efforts utilizing careers.wa.gov to enhance success in hiring employees.
- The HRD web page will continue to be used to facilitate intra-agency communication about recruiting activities. Information will include recruitment activities, minutes from the Recruitment Committee meetings, and minutes from the Recruiter Coordinator conference call meetings.
- The HRD RTSS Administrator and the Executive Outreach Manager from the Diversity Affairs Office will continue to partner and work closely with DSHS administrations, colleges, career fairs, community organizations, and established networks to increase minority candidates and candidates for hard-to-fill positions as part of the DSHS Strategic Plan.
- Talent Management focus will help shift distribution of promo and new hires.
- The HRD RTSS Administrator will assess the need for training tools for managers, supervisors and employees in probation/trial service to ensure the successful completion of the employees probationary or trial service period.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: **HIGH**

Percent employees with current performance expectations = 52.3%*

*Based on 8,912 out of 17,011 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This measure shows completion of Phase 1 of the Performance Development Plan (PDP).
- The previously reported percentage of 56.5% (October 2008 GMAP) was 4.2% higher than this report (October 2009 GMAP is 52.3%). Data for this reporting period was collected from HRMS. Previous GMAP reporting data was agency tracked.
- It is believed that the actual percentage is higher for this measure but is not accurately reflected because administrations are not reporting all PDP data to HRD for input into HRMS. Each administration is expected to submit monthly data into HRD for input into HRMS.
- HRD conducted statewide training for managers and supervisors on successful completion and processing of the PDP.
- Data gathered from all administrations revealed the following factors interfered with the timely completion of PDP:
 - Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors;
 - Staff movement within institutions;
 - Other assignments have higher priority;
 - Layoff activity;
 - Hiring freeze resulted in vacant positions and in some cases managers and supervisors, overseeing more than one unit.

Action Steps:

- In the month of October 2009, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- A reminder of the necessity of administrations to submit monthly PDP data to HRD for input into HRMS will be a regular agenda item at the HR Advisory Committee meetings.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - The importance of timely performance management to include identifying of timely performance expectations for new and current employees in order to build on talent management;
 - The purpose of performance expectations and how to effectively write and communicate them;
 - Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to identify development plans within each administration's established timeframe for all permanent employees upon hire.

*Note: Non-Permanent appointments do not require a completed PDP.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

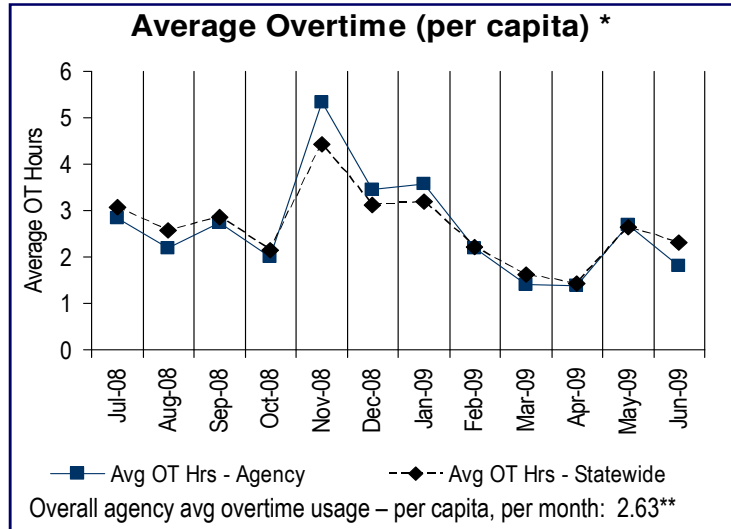
Overtime usage

Sick leave usage

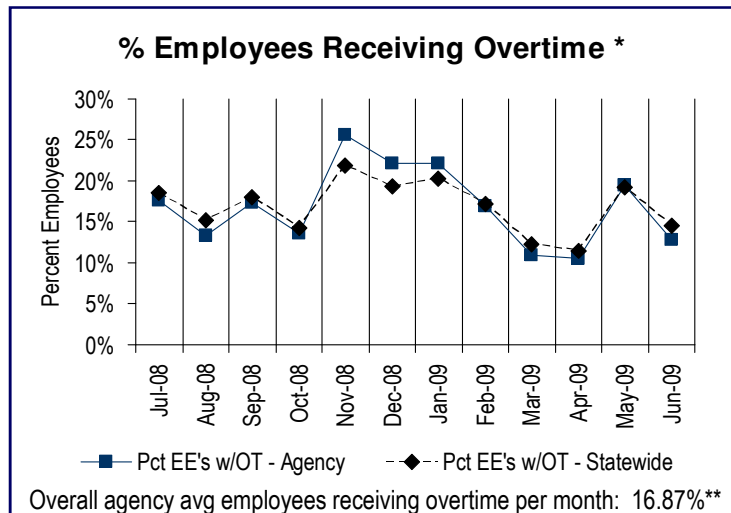
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: **Medium**



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

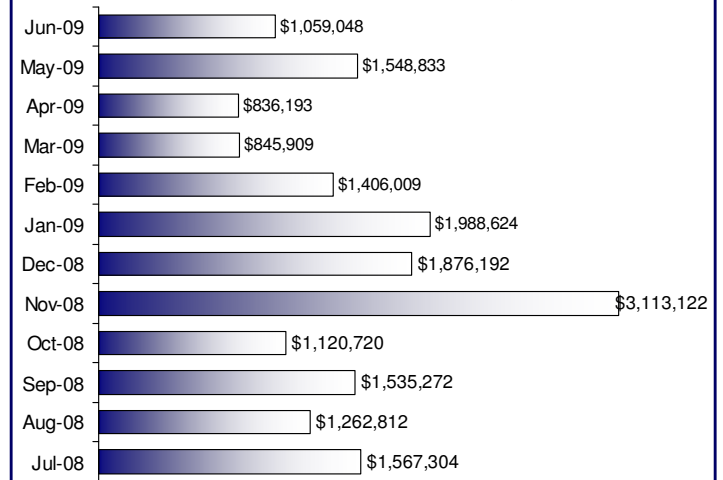


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09
Source: HRMS/BI Portal

Overtime Cost - Agency



Analysis and Action Steps see next page

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Analysis:

- The statistics are based on a total of 13,536 permanent overtime eligible staff.
- The Collective Bargaining Agreements (CBA) require overtime eligible shift employees working beyond their scheduled shift to receive overtime for any hours worked over their shift. DSHS has 3,456 shift overtime eligible workers.
- Average DSHS overtime usage decreased .17 hours between July 1, 2008 and June 31, 2009, from 2.8 hours per employee monthly to 2.63; and mirrors the state average.
- DSHS decreased overtime costs by \$1,123,533 from July 1, 2008 and June 31, 2009.
- The DSHS employees receiving overtime decreased by .03%, dropping from 16.9% to 16.87, a .03% above the statewide average of 16.84%.
- Of the \$18,158,540 in overtime cost, \$10,677,781 was expended by our 24/7 operations (HRSA and JRA institutions, group homes, SOLA's).
- Vacancies and absences due to annual leave, sick leave, and training within institutions contributes to overtime. Permanent and on-call employees fill in for those who are absent.
- Serving high-risk clients requiring 1:1 observation contributes to overtime in 24/7 operations. Overtime may be required for staff responding to situations that jeopardize client health or safety.

Action Steps:

- DSHS programs will continue to monitor overtime at all levels.
- DSHS managers will continue to review staffing models and schedules to ensure proper staffing, with the anticipated pandemic as part of the planning process.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

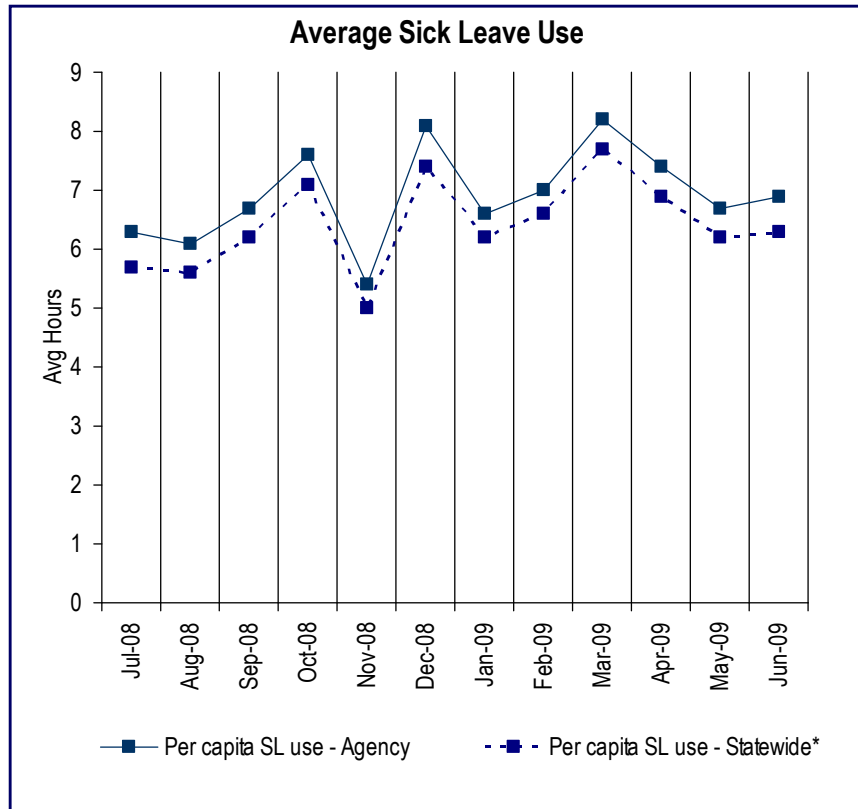
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: **Medium**

Sick Leave Usage



Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
6.9Hrs	185.6Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09
Source: DOP provided data from HRMS

Analysis and Action Steps see next page

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Analysis:

- DSHS sick leave use has increased by .1 percent per capita from July 1, 2008 through June 31, 2009, from 6.8 % to 6.9%. This mirrors the .1% increase experienced statewide.
- DSHS average per capita sick leave balance is 64.6 hours less than the state-wide average of 240.2 hours per capita.
- The per capita sick leave balance for DSHS is not an accurate reflection of the leave balances for the majority of employees. Currently, 431 employees* have been on a leave of absence for extended periods of time beginning July 1, 2008:

Number of Employees	Days on Leave
105	16-31
106	31-61
76	61-90
67	91-150
77	151-365

* These employees are using leave as outlined in various WAC, law or policy, such as Family Medical Leave Act, time-loss for job injuries, etc.

Action Steps:

- DSHS will continue to monitor sick leave use and asses sick leave patterns to plan for staff shortages or overtime needs. Of particular interest is the impact of 24/7 operations on the agency's average balance.
- DSHS managers are aware of the potential impact on business should the projected H1N1 pandemic materialize at levels predicted. DSHS is taking the following steps:
 - Written communication to all employees was distributed in September 2009. Information includes how to avoid becoming ill, how to prevent spreading illness and what to do if family members become ill;
 - HRD shares information from the national Center for Disease Control and the Washington State Department of Health with agency managers for distribution to staff;
 - DSHS has developed emergency staffing patterns in the event a large percentage of employees are simultaneously using leave for self or family care.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

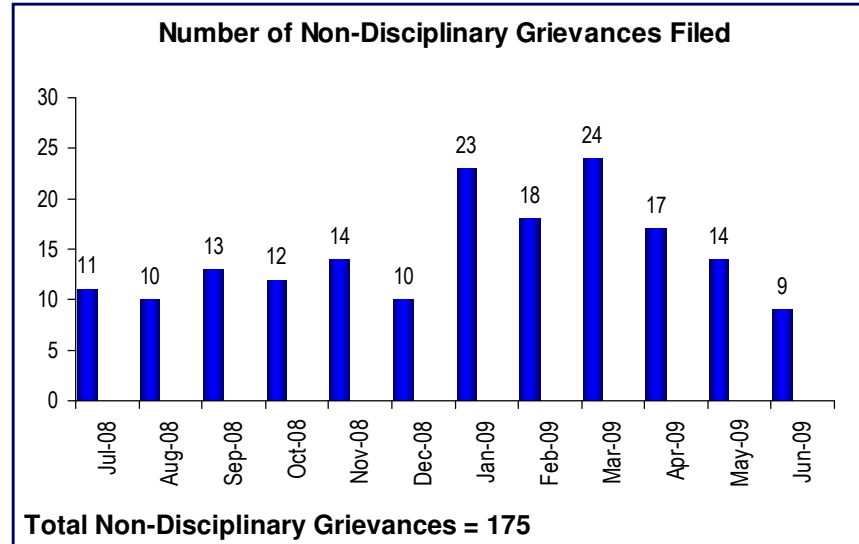
Overtime usage

Sick leave usage

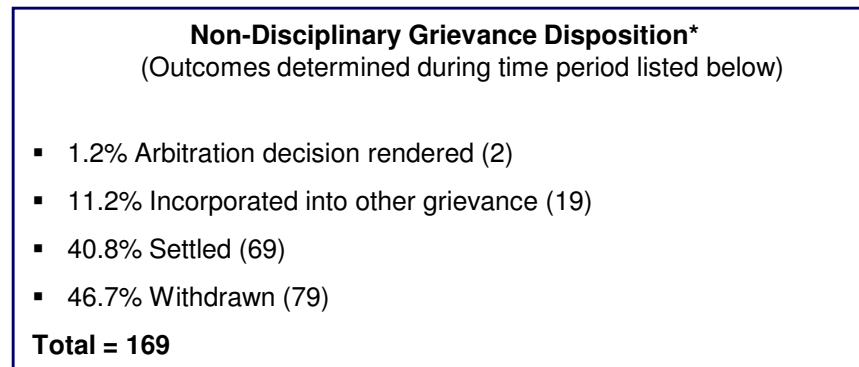
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: **HIGH**



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Non-Discrimination	28
2. Hours of Work	22
3. Safety	17
4. Hiring and Appointments	12
5. Discipline*	11

* Grievances can be filed on the discipline article when in fact there is no formal discipline involved. This can include performance reviews, office meetings, office behaviors, etc.

Analysis and Action Steps see next page

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Action	Decision Rendered	Incorp Into Other Griev	Settled	Withdrawn	Total
Step 1		19	34	41	94
Step 2			27	23	50
Grievance Resolution Panel			4	5	9
Pre-Arbitration			7	8	15
Mediation				2	2
Arbitration	2		5	2	9
Total	2	19	77	81	179

Analysis:

- Winter weather created an increase in office closures, road closures, school delays, etc., during this period. Because of this, DSHS had an increase in the number of weather related grievances in 2009, over 25 total, compared to the five that were filed in 2008.
- Increasing demand for alternate work schedules and denial of those requests has caused an increase of grievances, 10 total in 2009.

Action Steps:

- Senior Director of HRD will continue to meet with the Unions for Statewide Union Management Communication Committee (UMCC) meetings per CBA.
- DSHS HRD, Labor Relations staff will continually track grievance trends and patterns throughout the year.
- Appointing Authorities will continue to meet with Unions upon their request for Local UMCC's per the CBA.
- Carry out the Governor's June 30, 2009 memo in regards to communication between management and the unions.
 - Early communication;
 - Timely notification;
 - Honest and direct communications on difficult issues.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: **LOW**

Filings for DOP Director's Review

- 19 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

19 Total filings

Filings with Personnel Resources Board

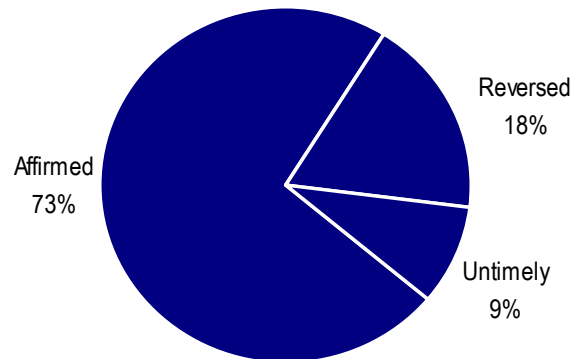
- 4 Job classification
- 0 Other exceptions to Director Review
- 7 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

11 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

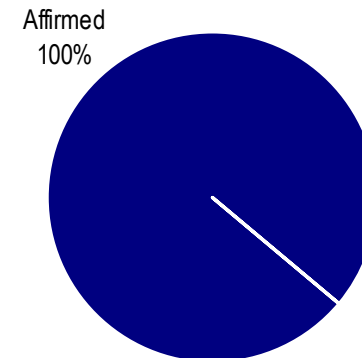
Director's Review Outcomes



Total outcomes = 27

Data Time Period: 06/08 through 06/09
Source: Department of Personnel

Personnel Resources Board Outcomes



Total outcomes = 3

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: **HIGH**

Percent employees with current individual development plans = 52.3%*

*Based on 8,912 out of 17,011 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This measure correlates to Phase 1, Part 2 of the PDP.
- The previously reported percentage of 56.5% (October 2008 GMAP) was 4.2% higher than this report (October 2009 GMAP is 52.3%). Each administration submits monthly data to HRD for input into HRMS.
- It is believed the actual percentage is higher for this measure but is not accurately reflected because administrations are not reporting all PDP data to HRD for input into HRMS.
- Data gathered from all administrations revealed the following factors interfered with the timely completion of PDP:
 - Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors;
 - Staff movement within institutions;
 - Lack of participation in PDP training by supervisors;
 - Other assignments considered to have a higher priority;
 - Layoff Activity;
 - Hiring freeze resulted in vacant positions requiring, in some cases managers and supervisors, overseeing more than one unit.

Action Steps:

- In the month of October, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- A reminder of the necessity of administrations to submit monthly PDP data to HRD for input into HRMS will be a regular agenda item at the HR Advisory Committee meetings.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - The importance of identifying performance expectations for new and current employees;
 - The purpose of expectations and how to write and communicate them;
 - Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to identify development plans within each administration's established timeframe for all permanent employees upon hire.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: **HIGH**

Percent employees with current performance evaluations = 55.0%*

*Based on 9,286 out of 16,869 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This measure correlates to Phase 2, Part 5 of the Performance Development Plan (PDP).
- The previously reported percentage of 60.2% (October 2008 GMAP) was 5.2% higher than this report (October 2009 GMAP is 55.0%).
- It is believed the actual percentage is higher for this measure but is not accurately reflected because administrations are not reporting all PDP data to HRD for input into HRMS.
- HRD conducted statewide training to managers and supervisors on successful completion of processing of the PDP.
- Data gathered from all administrations revealed the following factors interfered with the timely completion of PDP:
 - Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors;
 - Staff movement within institutions;
 - Lack of participation in PDP training by supervisors;
 - Other assignments considered to have a higher priority.
 - Layoff activities;
 - Hiring freeze resulted in vacant positions requiring, in some cases managers and supervisors, overseeing more than one unit.

Action Steps:

- In the month of October, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - The importance of identifying performance expectations for new and current employees;
 - The purpose of expectations and how to write and communicate them;
 - Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to identify development plans within each administration's established timeframe for all permanent employees upon hire.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: **LOW**

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	27
Demotions	17
Suspensions	32
Reduction in Pay*	21
Total Disciplinary Actions*	97

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Attendance Issues
- Client Care Issues
- Computer Usage
- Job Performance

Analysis and Action Steps see next page

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Analysis:

- 40 disciplinary actions were grieved during the reporting period.
 - 15 Settled
 - 14 Withdrawn
 - 11 Active

Action Steps:

- HRD staff will continue to consult with and provide advice to supervisors on how to develop and motivate employees and to encourage immediate action to address unsatisfactory job performance or employee misconduct.
- HRD will continue to provide training in the areas of:
 - Just Cause Discipline;
 - Attendance;
 - Reasonable Accommodation;
 - Hiring Process;
 - Investigations;
 - Supervisor Training;
 - Collective Bargaining Agreement;
 - Performance Development Plan;
 - Position Description Form;
 - Other areas that impact the work-life of employees.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

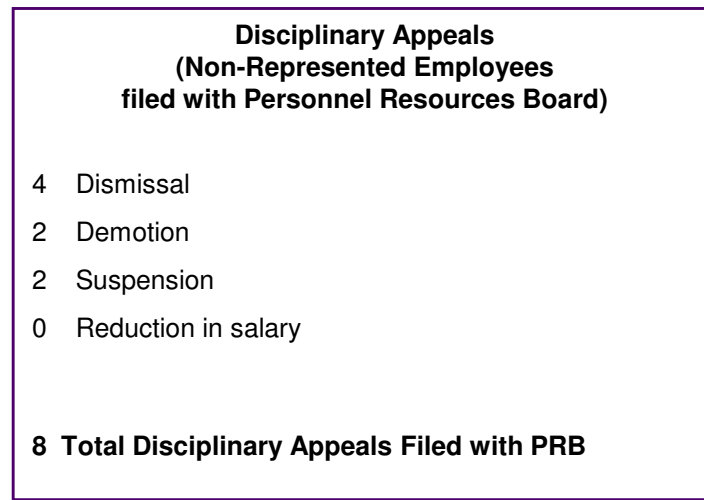
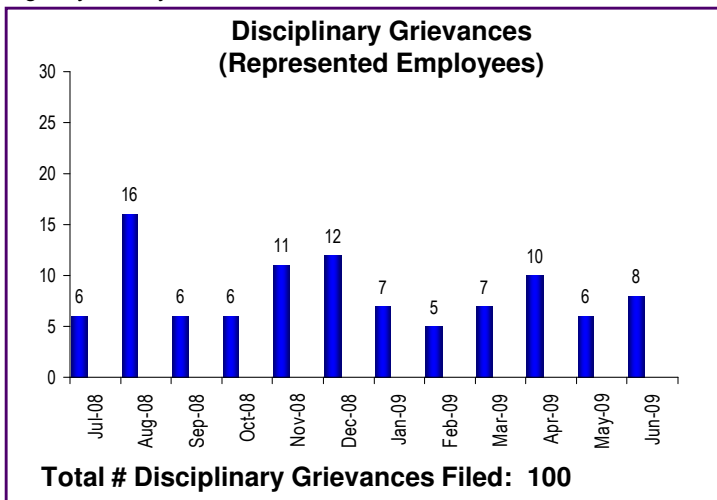
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

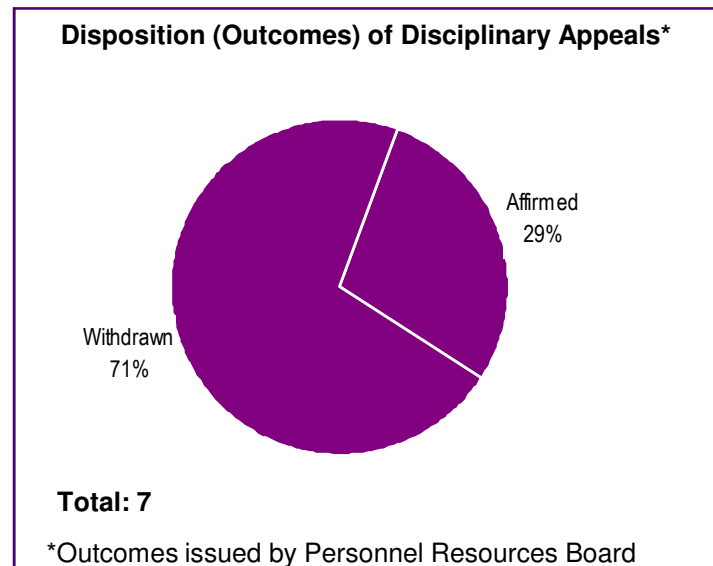
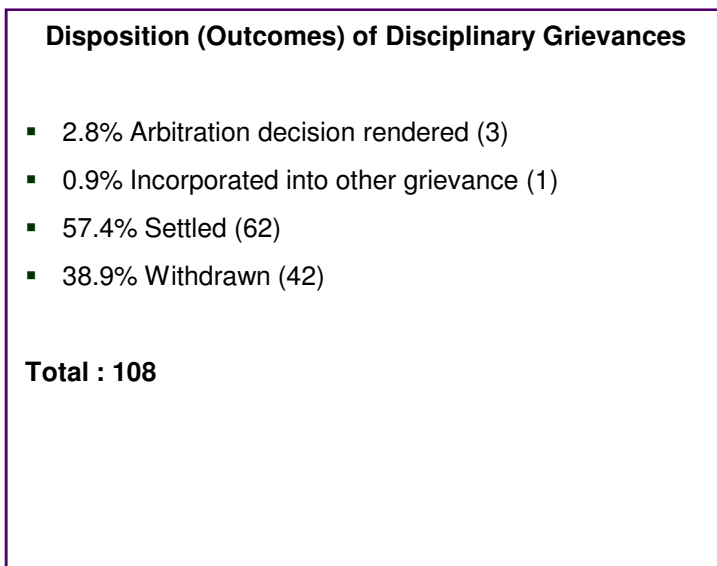
Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: **HIGH**



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Data Time Period: 06/08 through 06/09
Source: Agency Tracked

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

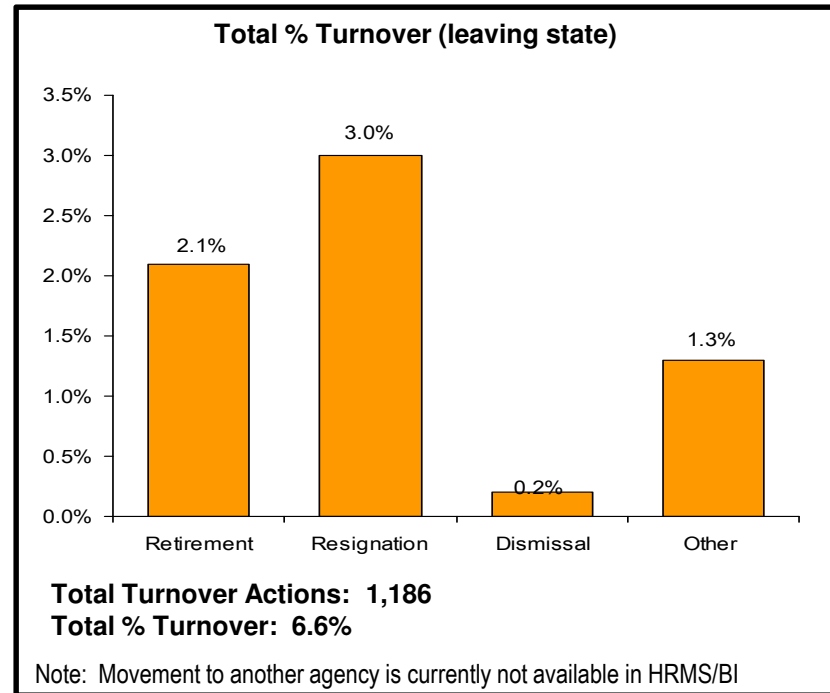
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: **MEDIUM**



Calendar Year/Month	Retirement	Resignation	Dismissal	Other	Total
07/2008	36	68	3	22	129
08/2008	27	46	6	17	96
09/2008	19	71	1	17	108
10/2008	28	54	1	19	102
11/2008	40	33	2	14	89
12/2008	54	42	2	18	116
01/2009	32	38	1	13	84
02/2009	27	33	0	23	83
03/2009	25	32	2	22	81
04/2009	20	40	5	22	87
05/2009	30	40	0	22	92
06/2009	47	38	4	30	119
Total	385	535	27	239	1,186

Analysis and Action Steps see next page

Data Time Period: 07/08 through 06/09
Source: HRMS/BI Portal

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Analysis:

- Overall turnover was down 10.7% over the previous reporting period.
- Of the 1,186 employees who left DSHS from July 2008 through June 2009, 32.5% (385) retired and 45.1% (535) resigned.
- Over the next two years, approximately 4,253 employees are eligible to retire. The average age of those eligible will be 62+ years of age. Even though 3,634 employees were eligible to retire during the period of July 1, 2008 to June 30, 2009, only 385 (10.6%) did so. This is a 5% drop from the previous reporting period.
- Of the 4,253 employees who are eligible to retire within the next two years:
 - 983 are PERS or TRS Plan 1 members;
 - 3,155 are PERS or TRS Plan 2 members;
 - 115 are PERS or TRS Plan 3 members.
- DSHS participated in the Voluntary Separation and Downsizing Program during 2007-2009. From July 1, 2008 through June 30, 2009, 64 DSHS employees took advantage of this program and either resigned or retired from state service.

Action Steps:

- As stated in the 2009 – 2013 Strategic Plan, DSHS will continue to focus on recruiting efforts using careers.wa.gov to increase our effectiveness in hiring and retaining employees.
- By March 2010, HRD will revise the Employee Exit Questionnaire to better identify and analyze the reasons why employees are leaving DSHS.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

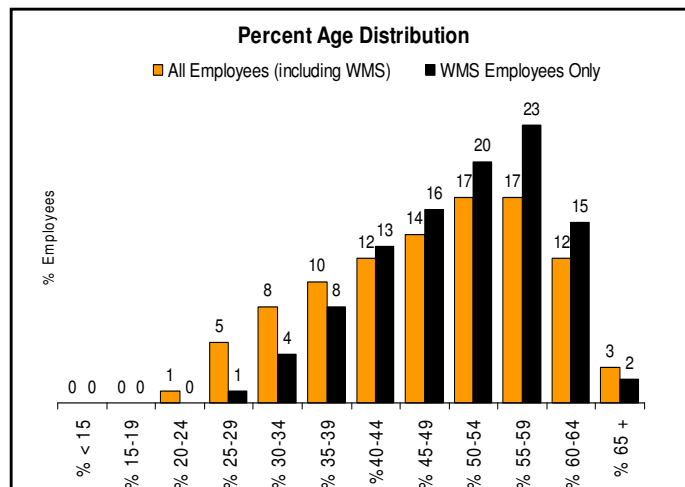
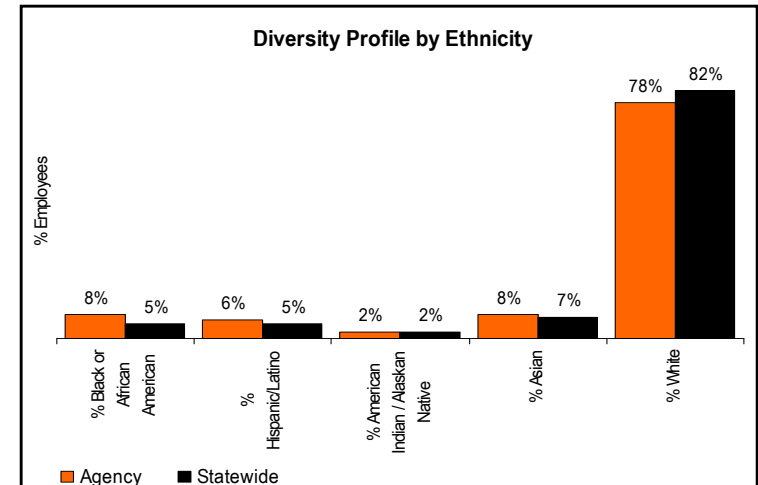
Employee Survey Information

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: **HIGH**

	Agency	State
Female	67 %	53%
Persons w/Disabilities	5 %	4%
Vietnam Era Veterans	5 %	6%
Veterans w/Disabilities	1 %	2%
People of color	24 %	18%
Persons over 40	75 %	74%



Analysis and Action Steps see next page

Data as of 06/30/09
Source: HRMS/BI Portal

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Workforce Diversity Profile

Analysis:

- Overall the majority of the DSHS workforce is Caucasian, Female, and over the age of 40.
- The 2009-2011 DSHS Affirmative Action Plan created by the Diversity Affairs Office shows a variance in the data as compared to the Workforce Diversity Profile groups listed in this report.
- All job groups ranging from executive management through service and maintenance are combined and do not reflect affirmative action status gaps that exist in the workplace.
- The profile does not provide enough detail to identify where underrepresentation exists within each administration, region, and job group.

Action Steps:

- Diversity Affairs Office and HRD will work together to share information and resources to reflect the agency's vision, mission and core values.
- Administrations will review their Quarterly Affirmative Action Goals Reports to identify underrepresentation and develop strategies for solutions.
- Affirmative Action data will be provided to administrations by Diversity Affairs Office on a quarterly basis.
- Diversity Affairs Office will contact administrations, divisions and Office Chiefs periodically for a review and to provide assistance.
- Diversity Affairs Office will work with HRD to provide a diverse perspective for the inclusion of affected groups in the hiring process.
- The approved Affirmative Action Plan has been presented to Executive and Extended Management Teams in each Administration.
- The agency-wide 2009-2011 Affirmative Action Plan assessed the strengths, weaknesses, and opportunities for improvement.
- The Affirmative Action plan will be shared with staff throughout DSHS and the community-at-large when placed on DSHS internet and intranet websites, in the winter of 2009.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Employee Survey Ratings

Agency Priority: **HIGH**

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.36	3.45
2) I receive the information I need to do my job effectively.	3.67	3.70
3) I know how my work contributes to the goals of my agency.	4.09	4.11
4) I know what is expected of me at work.	4.23	4.24
5) I have opportunities at work to learn and grow.	3.45	3.56
6) I have the tools and resources I need to do my job effectively.	3.57	3.61
7) My supervisor treats me with dignity and respect.	4.23	4.24
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.74	3.77
9) I receive recognition for a job well done.	3.31	3.40
10) My performance evaluation provides me with meaningful information about my performance.	3.41	3.48
11) My supervisor holds me and my co-workers accountable for performance.	4.10	4.05
12) I know how my agency measures its success.	3.33	3.43
13) My agency consistently demonstrates support for a diverse workforce.	n/a	3.65

Overall average: [3.71] [3.75]

Number of survey responses: [13311] [13671]

Data as of November 2007
Source: Statewide Employee Survey

Analysis and Action Steps see next page

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Employee Survey Ratings

Analysis:

- Overall, survey ratings increased slightly between the April 2006 survey and the November 2007 survey. As with the 2006 survey, each administration within DSHS was asked to develop an employee survey action plan in response to the employee survey ratings.
- Six administrations focused on using staff or customer feedback to inform policy and work processes.
- Four administrations focused on improving communication about administration or department success to staff or stakeholders.
- Four administrations focused on improving employee recognition.
- Three administrations focused on providing additional resources for their staff to be successful in their jobs.

Action Steps:

- Each administration has focused efforts on implementing their action plans. Examples of program activity include:
 - The development of automated methods that involve and engage staff in providing input/feedback, as well as compile and respond to the information received;
 - Held award ceremonies to recognize staff for their performance and hard work, including recognizing recipients of peer nominated awards;
 - Implementation of a "staff exchange" program, allowing local office staff to spend time in headquarters and headquarters staff to spend time in a local office;
 - Development of a summary of measures of success based on the mission statement and posted for all staff to review;
 - Implementation of employee recognition newsletter;
 - Created a communications problem-solving workgroup.